

CHAPTER 9

Administration

Strategic and Performance Planning

The strategic plan of the Maritime Administration (MARAD) identifies four goals, which define our desired long-term accomplishments in the key areas of national security, shipbuilding, intermodalism, and trade. MARAD's strategic and performance goals were also designed to support the achievement of the broader outcomes outlined in the Department of Transportation (DOT) strategic plan.

MARAD developed performance goals and identified performance measures for Fiscal Year (FY) 2001 that were specifically designed to support achievement of the DOT and MARAD strategic goals and outcomes. The MARAD FY 2001 Performance Plan was submitted to Congress on February 7, 2000, as an integral part of MARAD's FY 2001 budget request. MARAD has met or exceeded the desired results for five of the eight FY 2001 goals. Specific results are summarized in the following figure.

The commercial vessel goal is reported on a calendar year basis. Results were not yet available at the time the MARAD annual report were written. The impediments to the port commerce goal was discontinued in FY 2000, when MARAD discovered that performance data for the goal did not have sufficient validity to indicate whether or not the yearly targets were being met. Similarly, two minor goals contained in the MARAD performance plan were discontinued due to a lack of valid data.

Planned accomplishments from activities designed to achieve the DOT and MARAD strategic and performance goals also pro-

vided the basis for an annual performance agreement between the Maritime Administrator and the Secretary of Transportation. The 2001 agreement outlined the specific accomplishments that MARAD planned to achieve and served as the basis for periodic progress reports. Elements of this agreement were also placed into the performance appraisals of all MARAD senior executives.

MARAD considers strategic and performance planning to be an ongoing process and continues to refine MARAD's strategic goals, performance goals and measures, and planned accomplishments.

Maritime Subsidy Board

The Maritime Subsidy Board (MSB), by delegation from the Secretary of Transportation, awards, amends, and terminates contracts subsidizing the construction and operation of U.S.-flag vessels in the U.S. foreign commerce. The MSB holds public hearings, conducts fact-finding investigations, and compiles and analyzes trade statistics and cost data to perform its functions. MSB decisions, opinions, orders, rulings, and reports are final unless the Secretary undertakes a review of a decision.

The MSB is composed of the Maritime Administrator, who acts as Chairman of the Board, the Deputy Maritime Administrator, and the Agency's Chief Counsel. The Secretary of the MARAD and of the MSB acts as an alternate member in the absence of any one of the three permanent Board members.

The MSB conducted regular meetings during the fiscal year, and a number of notices relating to adjudicatory proceedings and development and adoption of rules and regulations were published in the *Federal Register*.

In FY 2001, the Maritime Administrator and the MSB took a number of administrative actions to help strengthen the U.S. Merchant Marine. Significantly, the Maritime Administrator and the MSB approved the acquisition by Crowley Maritime Corporation (Crowley) of Marine Transport Corporation (MTC). MTC, through its subsidiaries, operates the tug/barges SMT CHEMICAL TRADER and SMT CHEMICAL EXPLORER. This action allowed the continued operation of these bulk vessels in the foreign trade with subsidy under their operating-differential subsidy (ODS) program contracts which ended on March 25, 2001, and September 18, 2001, respectively. Those ODS contracts were the last active contracts, for bulk vessels. The ODS program was phased out for liner vessels in 1998.

Customer Satisfaction Program

In 1998, as a result of Executive Order No. 12862, a MARAD Customer Satisfaction Committee was formed. The Committee

Figure 26: Performance Plan Summary

<i>Goal</i>	<i>Target</i>	<i>Result</i>
Available Sealift Capacity in Twenty-Foot Equivalent Units (TEUs)	165,000	167,644
Availability of DOD-Strategic Ports	93%	92%
Availability of Mariners	100%	120%
Timely RRF Ship Activations	100%	100%
Reliability of RRF Ships	99%	99.3%
Obsolete Ship Disposals	Three	Five
Commercial Vessels on Order or Under Construction:		
Gross Tonnage (GT)	530,000	To Be Determined
Impediments to Port Commerce	37%	Discontinued

consists of a representative from each MARAD program office. In 1999, the Committee developed two forms, 1) the Customer Service Questionnaire, a mechanism to evaluate the perception of how we conduct our business, and 2) the Program Performance Survey (PPS), which identifies areas for improvement in program service or product delivery and to monitor the overall level of customer satisfaction. All major MARAD programs are evaluated on a three-year cycle. In 2000, a third form was developed, the Conference/Exhibit Survey form, which is used to evaluate MARAD's performance at MARAD-sponsored and cosponsored conferences and exhibits in which MARAD participated.

The *Maritime Administration Customer Satisfaction Report—August 2001* was published. Information contained in this report was derived from a PPS sent to customers of seven major MARAD programs, our Customer Service Questionnaire, which is mailed periodically, and the Conference/Exhibit Survey distributed during conferences.

Sixty-six percent of the respondents rated MARAD above average or excellent in meeting their needs. The majority of respondents (57 percent) deal with MARAD two times or less a month. Twenty-seven percent have been MARAD customers five years or less, while 12 percent have dealt with us more than 30 years. Only 26 percent cited MARAD as their primary supplier for maritime information and support.

On specific comparison factors to other entities with which they dealt, 47 percent rated MARAD better, while only one percent rated us worse. They responded positively about our friendliness (54 percent), willingness to work with them (53 percent), and timely responses (51 percent). Two areas needing improvement were availability of services and assistance provided. Both were rated worse by four percent. However, 87 percent stated they would recommend MARAD.

The 2001 report compared findings with FY 1999 and 2000 baseline data. This report includes the final programs to be reviewed on a continuous three-year review cycle of all major MARAD programs. MARAD also developed and implemented a Customer Satisfaction Improvement Plan for programs surveyed in 1999 and 2000. MARAD's Office of Chief Counsel provided legal support for Agency offices and independently engaged in litigation, drafted rulemakings, monitored legislation, and served as the citizenship and American Fisheries Act program office.

LEGAL SERVICES AND AGENCY DECISIONS

Rulemaking

MARAD's regulations are contained in Chapter II of Title 46 of the *Code of Federal Regulations*. Actively engaged in rule-making throughout the reporting year, the Agency published two final rules and one interim final rule.

One final rule (Part 205) updated the regulations on Audit Appeals; Policy and Procedure, which establish procedures for parties who contract with MARAD or the Maritime Subsidy Board.

A second final rule (Part 310) amended the employment reporting requirements for United States Merchant Marine Academy graduates and graduates of State maritime schools who receive student incentive payments. The regulation will allow all graduates an equal number of months to report employment under their service obligations, rather than require a July 1 report date for all graduates, including those having deferred graduation dates.

An interim final rule (Part 356) allows MARAD to waive procedural requirements of the American Fisheries Act in order that non-material discrepancies in a vessel's documentation would not arbitrarily cause vessel owners to lose their fishery endorsements.

Freedom of Information Act (FOIA)

MARAD began the fiscal year with 103 carryover requests for access to records, received 185 new requests, processed 232 during the fiscal year, and had pending at year's end 56 requests. There were no FOIA appeals from initial decisions.

International

In the international arena, legal advice was provided concerning the bilateral talks with Ukraine, and in advance of U.S. negotiations dealing with numerous free trade agreements. Particular emphasis was placed on free trade talks with Chile and the Free Trade of the Americas discussions.

Ship Scrapping

Extensive and varied legal advice concerned the Agency's ship scrapping program, ranging from a request for proposals for environmental cleanup to negotiations with the Commonwealth of Virginia to multiple legislative efforts.

Maritime Assistance

MARAD successfully implemented the new citizenship requirements of the American Fisheries Act, which became effective on October 1, 2001. Under this statute, 75 percent of the interest in U.S.-registered vessels having a fishery endorsement must, with certain exceptions, be owned and controlled by United States citizens. The statute requires that MARAD conduct a detailed examination of the ownership and operating arrangements for each vessel. MARAD's Office of Chief Counsel, which ordinarily is in a support role for other offices in MARAD, is in charge of compliance with the provisions of the American Fisheries Act. Every effort was made to ensure that vessel owners learned of the new requirements: MARAD's web site was modified to display relevant information and downloadable forms, individual vessel owners were directly contacted by mail and phone calls, and advertisements were published in

selected local newspapers. At the end of the fiscal year, over 300 vessel owners were determined to be United States citizens. In addition, four groups of vessel owners having some foreign ownership were deemed to be exempt from the more stringent U.S. citizenship requirements due to treaties of friendship, commerce, and navigation with either Japan, Denmark, or Korea.

During the year, Victory Maritime, Inc. moved for an injunction alleging that the Agency for International Development failed to meet the 75% U.S.-flag carriage requirement for food donation cargoes computed separately by liner vessels and by geographic areas. USAID, MARAD, and the Department of Agriculture were named as defendants. Several other carriers moved to intervene and two separate but related lawsuits, also naming MARAD as a defendant, were filed asserting positions in direct opposition to those taken in the initial lawsuit. While no injunction had been granted at the end of this reporting period, all three cases were pending before the court.

Legal assistance was provided on the novel question of the sale of stock in a Maritime Security Program participant to a new qualified operator. Following review of extensive documentation, MARAD approved the purchase of the stock of Automar International Car Carrier, Inc., an operator of three vessels in MSP, by American Ocean Enterprises, Inc. Potential conflicts of interest by the principals of the new MSP operator also were resolved.

Ship Financing

MARAD issued 12 Title XI commitments to guarantee obligations covering the financing, in part, of 295 vessels being constructed at shipyards in the United States. Those 12 commitments were for the following groups of vessels: 258 covered hopper barges, 1 container carrier vessel, 1 self-elevating offshore drilling unit, 1 cruise boat, 6 articulated tug-barges, 1 roll-on/roll-off vessel, 10 deck barges, 12 liquid tank barges, and 3 double-hull barges. These commitments were for an aggregate amount of \$729,553,000.

In addition, there were closings on 6 commitments issued in previous fiscal years to guarantee obligations covering the financing, in part, of 201 vessels: 196 covered hopper barges, 2 double-hull asphalt/residual oil barges, 1 self-elevating offshore drilling unit, and 2 articulated tug-barges. These 6 commitments were for an aggregate amount of \$298,356,000.

Searex, Inc. failed to reorganize after filing under Chapter 11 of the Bankruptcy Code. On March 22, 2001, MARAD honored its guarantee and paid bondholders \$78,099,782.46 in outstanding principal and interest. At the same time, MARAD set off \$15,892,000 in Searex's escrow fund in partial satisfaction of Searex's debt to MARAD. On July 2, 2001, MARAD filed to foreclose its mortgage on the vessel CRUSADER, and was the successful bidder at the Marshal's sale. To recover on its collateral, MARAD will solicit bids for the sale of the vessel and will continue its efforts to liquidate certain other equipment associated with the project.

During FY 2001, Massachusetts Heavy Industries, Inc. and MHI Shipbuilding, LLC (collectively, MHI) continued attempts to reorganize under Chapter 11 of the Bankruptcy Code, without success. A secured creditor, MARAD remained in possession of MHI's shipyard, and obtained offers to purchase MHI's assets. Foreclosure on the property and re-sale to the highest bidder is expected in the near future.

Friede Goldman Halter, Inc. and its subsidiaries (collectively, FGO) filed under Chapter 11 of the Bankruptcy Code in March 2001. FGO's assets include shipyards in Mississippi and Texas, where MARAD is financing construction of two deepwater drilling rigs for Petrodrill and a car carrier for Pasha Hawaii Transport Lines. Construction on these vessels has halted as a result of the bankruptcy. With the cooperation, to date, of the performance bonding company for FGO's construction of the drilling rigs, funds have been advanced to pay for winding up construction at FGO, and negotiations are proceeding to have the drilling rigs moved to another shipyard for completion. The performance bonding company for FGO's construction of the car carrier is disputing liability, and litigation is pending to compel payment so the vessel can be completed. FGO also has a shipyard improvements loan guaranteed by MARAD, and MARAD consented to liquidating a letter of credit so that FGO could pay semiannual debt service due on June 30, 2001.

Legislation

On October 30, 2000, the President signed the National Defense Authorization Act for FY 2001, designated Pub. L. 106-398. Title XXXV of the appendix consisted of MARAD's Fiscal Year 2001 authorization of appropriations for operations and training and Title XI loan guarantees. The measure also extended the deadline to 2006 for the Secretary to dispose of obsolete National Defense Reserve Fleet vessels, and authorized the Secretary to dispose of the ships on a best, value basis.

On December 21, 2000, the President signed the bill making Appropriations for the District of Columbia and other Activities, designated Pub. L. 106-553, that contained Appropriations for the Departments of Commerce, Justice, State, the Judiciary and Related Agencies for Fiscal Year 2001. MARAD's appropriations for the fiscal year were in the measure, with \$98.7 million for the Maritime Security Program, \$86.9 for operations and training, and approximately \$34 million for the Title XI loan guarantee program.

At the close of FY 2001, MARAD's annual authorization bill for FY 2002 had passed the House as part of H.R. 2586, the National Defense Authorization Act for Fiscal Year 2002. The MARAD-related provisions of the bill provided for operations and training and the Title XI loan guarantee program. The measure also included provisions to streamline the Title XI loan guarantee process, and to clarify the scope of war risks to include confiscation, expropriation, nationalization, and detention of vessels.

Although FY 2001 saw a considerable amount of maritime-related legislation, no major bills were passed. FY 2002 likely will see maritime legislative activity, especially in the area of port and maritime security.

Litigation

MARAD faced challenges in Federal courts, various administrative boards, labor arbitrations, and in matters involving different government agencies. Most cases dealt with traditional litigation, such as contract disputes, personnel actions, environmental violations, personnel injury claims and suits, civil rights cases, vessel accidents, and general issues under various maritime laws.

MARAD attorneys continued to provide substantive legal support to the Department of Justice in handling of all Department of Justice litigation involving MARAD. Additionally, they worked with the Department of Defense on developing the legal framework for ordering Merchant Marine Reserve Officers aboard the National Defense Reserve Fleet, and were active in negotiations with State agencies on environmental issues.

A significant achievement in the past year was formal adoption of an aggressive focus on resolving cases without taking matters through to trial. Many disputes were resolved well before they reached the formal complaint stage. Through mediation and negotiation, matters that could grow into complaints have been ended to the satisfaction of all parties concerned. While most of these cases involved personnel and civil rights issues, complicated contract cases involving vessel scrapping were successfully negotiated.

At the end of FY 2001, the Agency still defended many Comprehensive Environmental Response Compensation and Liability (CERCLA) cases. The majority of these financially significant actions arise out of the operations of MARAD's predecessor agencies during World War II in constructing vessels. Even where the percentage of liability is fixed in these cases, MARAD continues to monitor that costs incurred in cleanups are reasonable.

During FY 2001, the D.C. Circuit Court of Appeals affirmed the district court's civil rights judgment for MARAD notwithstanding a jury verdict. Another district court civil rights matter was resolved through alternate dispute resolution (ADR), while a third was remanded to the Equal Employment Opportunity Commission (EEOC) for lack of jurisdiction and then concluded through ADR techniques.

Two cases are currently pending trial in Federal district courts. One case involves a challenge, based on the Rehabilitation Act, to an Agency termination of employment for inability to perform the duties of the position. The second case involves a claim of race and age discrimination in connection with a promotion.

Five matters were brought before the EEOC. Two of these were resolved through ADR (although one of these concluded in FY 2002). A third, which was resolved in cooperation with the

EEOC administrative judge, is now being contested by the complainant. The last two matters await an administrative hearing order.

During the reporting period, three Merit Systems Protection Board cases were concluded, and a union grievance was handled successfully through appeal to the Federal Labor Relations Authority which affirmed the arbitrator's decision.

Two pending cases involve contract lawsuits against the Agency by parties lacking privity with MARAD. One case by an unpaid subcontractor is a maritime lien claim against an Agency vessel, and the other involves a contract dispute between a ship manager and its subcontractor. In both cases, MARAD seeks to have the complaints dismissed or stayed by compelling the parties to the contract to arbitrate their disputes without the involvement of the Agency.

The number of bid protests, including those brought before the General Accounting Office (GAO), declined in FY 2001. The Agency denied both agency bid protests (although one was denied in FY 2002). Of the two GAO bid protests, the protester withdrew one and the Agency subsequently took corrective action in the other, so GAO dismissed the protest as moot.

At the close of the reporting period, approximately 27 personal injury claims were pending in Federal district court or on appeal. Most of these claims involved seamen injured aboard agency vessels. However, some involved individuals, such as longshoremen, invitees, etc., who were not entitled to seamen status. The number of cases in this area continued to decline, due to increased safety efforts by the Agency and a reduction in the number of days of operations by Ready Reserve Force ships.

MARAD was involved in approximately 1,400 cases relating to asbestos, although most such matters are administratively stayed by a district court decision.

Information Resources Management

MARAD's ongoing information resources management planning program supports short- and long-range mission goals defined in MARAD's strategic plan.

MARAD continued to upgrade its Wide Area Network (WAN). We migrated to a standardized WAN configuration, which will enable us to implement stronger intrusion detection and network management software, thereby improving network security capabilities. During the year, MARAD strengthened its anti-viral measures, and escaped serious damage from potentially disruptive virus attacks.

The agency has implemented Section 508-compliant technologies, which have simplified access to MARAD's network by persons covered under the Americans with Disabilities Act.

MARAD continued to implement its technology refreshment program, whereby the Agency's oldest information technology equipment is replaced by new equipment. Under Executive Order 12999, most of that surplus equipment was donated to schools.

The agency's ongoing microcomputer applications software training program is used to empower employees with the knowledge and skills required to increase their use of computer technologies to create a more effective and productive organization. The training and use of computer technologies enhance efficient and effective communications and information sharing across DOT, and with constituents and customers through interoperability, interconnectivity, and data accuracy and consistency.

Safety Program

During FY 2001, MARAD continued its Action Plan for the Control of Asbestos Exposure and Uses in MARAD Programs. Agency policy is to prevent or stringently limit personnel exposure to airborne asbestos fibers. The Action Plan seeks to eliminate asbestos materials from MARAD programs, repair or replace asbestos materials already installed, modify work procedures, and provide employee training.

MARAD's Asbestos Medical Surveillance Program provides pre-placement, fit-for-duty determinations, and pre-separation examinations, in addition to periodic medical examinations to designated MARAD employees exposed or potentially exposed to hazardous substances or conditions. During FY 2001, 61 employees assigned to the Beaumont Reserve Fleet were provided medical examinations.

In conjunction with the Medical Surveillance Program, the Agency also provides the three National Defense Reserve Fleet (NDRF) sites and the U.S. Merchant Marine Academy with industrial hygiene services to conduct periodic surveys of the facilities and to target all safety and health hazards. MARAD gives an "Asbestos Safety Course" to employees assigned to NDRF sites and the U.S. Merchant Marine Academy to train workers and supervisors to recognize potentially dangerous asbestos hazards. The course emphasizes correct work practices, and outlines protective measures to prevent exposure to and release of asbestos. Employees also learn to protect themselves from poisonous fumes.

Other safety-related courses were also provided to workers. At the James River Reserve Fleet, employees received training in hearing conservation, first aid, hazardous communications, ladder safety, and lockout/tagout, and confined space entry. At the Suisun Bay Reserve Fleet, over 40 of its workers received training in such subjects as back injury prevention, respiratory protection, office ergonomics, and high-voltage electrical safety.

Human Capital

MARAD's employees totaled 869 at the end of FY 2001. During the fiscal year we hired a total of 56 employees; 30 percent of the new hires were females and 21 percent were minority employees. The percentage of handicapped employees hired was two percent.

Two Career Opportunities Training Agreement Program (COTA), formerly Upward Mobility, positions were established.

In addition, seven cross-training positions were advertised under MARAD's Career Enhancement Program, and one position was advertised under the Department's Rotational Assignment Program. Also, 40 applications were approved for tuition assistance through the MARAD Tuition Assistance Program.

One of MARAD's Senior Executive Service members received the Meritorious Presidential Rank Award. Three MARAD employees received the Secretary's Silver Medal, and three MARAD employees received the Secretary's Award for Excellence. In addition, 24 employees, as a group, received the Secretary's Team Award. Twelve employees received the Maritime Administrator's Bronze Medal Award. Four employees received MARAD's EEO Award in recognition of and appreciation for contributions made toward the furtherance of Equal Employment Opportunity.

Installations and Logistics: Real Property

On September 30, 2001, MARAD's real property included NDRF sites at Suisun Bay, CA; Beaumont, TX; and Fort Eustis, VA; the U.S. Merchant Marine Academy at Kings Point, NY; and the Poland Street Wharf at New Orleans, LA.

Logistical warehouses to support the Ready Reserve Fleet (RRF) were maintained in Alameda, CA; Chesapeake, VA; and New Orleans, LA. A facility for training maritime firefighters was operated at Freehold, NJ, under MARAD agreement with the Military Sealift Command. MARAD also operated a marine fire training facility in Toledo, OH.

Region headquarters offices were maintained in New York, NY; Norfolk, VA; Des Plaines, IL; New Orleans, LA; and San Francisco, CA. Ship management staffs also were maintained at these region headquarters (except Des Plaines) as well as Port Arthur, TX. Port, intermodal, and environmental staffs were likewise maintained at the region headquarters as well as in Seattle, WA, and St. Louis, MO.

Budget

A new requirement contained in Section 3506 of the Department of Defense Authorization Act for FY 2001 (Public Law 106-398) requires that MARAD include in its annual report to the Congress, and in its annual budget estimate submitted to the Congress, funds managed by, but not appropriated to, the Maritime Administration.

The Maritime Administration (MARAD) receives funding from other Federal agencies primarily through reimbursable agreements. Funding from outside MARAD is placed in four accounts.

The largest reimbursement to MARAD is transferred by the Department of the Navy to pay for MARAD's maintenance and management of the National Defense Reserve Fleet (NDRF) and its Ready Reserve Force (RRF). Most of this funding is placed in the Vessel Operations Revolving Fund account. This account

pays for all non-salary costs associated with maintaining the RRF/NDRF. Funds were also transferred to this account from the Department of the Navy in 2001 to convert the CAPE BON, a RRF general cargo ship, into a schoolship for the Massachusetts Maritime Academy. Also in 2001, the Department of the Navy transferred \$10 million to begin the disposal of obsolete merchant-type vessels in the NDRF.

The funds transferred into the Operations and Training account come from approximately 40 reimbursable agreements from other Federal agencies for a variety of purposes. The largest reimbursable transaction into this account comes from the Navy, and provides funding for the salary and administrative support costs for the RRF and the NDRF maintenance personnel.

The funds deposited into the Special Studies account originate from the sale of customized data products to the public. These customized data products are generated from the MARAD/U.S. Army Corps of Engineers U.S. Foreign Waterborne Transportation Statistics. The specialized data products consist of U.S. trade, vessel, cargo, and related data, and include economic analyses and in-depth market assessments of the major marine industry segments. MARAD charges customers a fee to recover the cost of producing these special reports and studies.

The funds deposited into the Gifts and Bequests account are provided by the U.S. Merchant Marine Academy Alumni Association. The Association provides donated funds to assist the Academy, the regiment of Midshipmen, and faculty in meeting the mission of the Academy. The funds support the music, arts, morale, athletics, and chapel programs.

Accounting

MARAD's accounts are maintained on an accrual basis in conformity with generally accepted principles and standards, and related requirements prescribed by the Comptroller General.

The net cost of MARAD's FY 2001 operations totaled \$678 million. This included \$168 million in ODS and ocean freight differential subsidies; and \$68 million in administrative expenses, including financial assistance to State Maritime Academies. MARAD incurred \$376 million in other operating income net of expenses. MARAD Financial Statements appear as Exhibits 1 and 2.

Acquisition

During FY 2001, the Agency awarded \$348 million in contracts for goods and services with an excellent cost-to-spend ratio of one-cent-per-dollar spent – among the lowest in the Department – while embracing wider use of electronic commerce, automated contract writing systems, and Government purchase cards. The following major contract actions were accomplished:

- ◆ Overcame numerous protests to the General Accounting Office against, and directed performance to proceed on, 33 ship manager contracts valued at \$1.2 billion over five years to manage 74 vessels of the RRF

- ◆ Conducted a number of contract administration reviews of ship managers
- ◆ Effected the award of contracts totaling \$10 million to safely scrap five ships of the NDRF that posed the highest risk of environmental emergency
- ◆ Awarded multi-year contracts to layberth ships of the RRF, and to provide chemicals to treat and maintain boiler water aboard RRF ships
- ◆ Awarded contract for architectural and engineering services to design renovations of buildings at the U. S. Merchant Marine Academy
- ◆ Continued ongoing administration of major contracts for food service, janitorial service, and sewage treatment at the U. S. Merchant Marine Academy; information technology support for the agency; and logistics support to the RRF

AUDITS

In FY 2001, the Department of Transportation's (DOT's) Office of Inspector General (OIG) and the General Accounting Office (GAO) submitted principal final reports on MARAD activities as follows:

OIG:

- ◆ "Consolidated Financial Statements for FY 2000 in DOT" (FI-2001-037 Dated: March 1, 2001) File 10-290
- ◆ "Travel Policies and Practices of Former Political Appointees" (FI-2001-005 Fourth Interim Report Dated: November 9, 2000 and FI-2001-024 Final Report Dated: February 16, 2001) File: 10-291
- ◆ "Closeout and Payment Processes for Cost-Reimbursable Contracts – DOT" (FI-2001-018 Dated: January 23, 2001) File 10-292
- ◆ "Third Party Draft Payment System – DOT" (FI-2001-001 Dated: October 3, 2000) File 10-293
- ◆ "Use of Government Credit Cards – DOT" (FI-2001-095 Dated: September 24, 2001) File 10-296
- ◆ "Top Ten Management Challenges – DOT" (PT-2001-017 Dated: January 18, 2001) File 10-297
- ◆ "Implementing a New Financial Management System – DOT" (FI-2001-074 Dated: August 7, 2001) File 10-299
- ◆ "Review of the Department's 2000 Performance Report/2002 Performance Plan - DOT" (PT-2001-062 Dated: June 4, 2001) File 10-300

GAO:

- ◆ “MANAGING FOR RESULTS: Federal Managers’ Views Show Need for Ensuring Top Leadership Skills” (GAO-01-127 Dated: October 20, 2000) File 11-350
- ◆ “INFORMATION MANAGEMENT: Dissemination of Technical Reports” (GAO-01-490 Dated: May 18, 2001) File 11-375

- ◆ “DEPARTMENT OF TRANSPORTATION: Status of Achieving Key Outcomes and Addressing Major Management Challenges” (GAO-01-834 Dated: June 22, 2001) File 11-378